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**A STUDY OF NON-MONETARY REWARDS AS A MOTIVATION TOOL FOR
EMPLOYEE PERFORMANCE IN TESCO**

A dissertation submitted in partial fulfilment of the requirements of the Royal Docks Business
School, University of East London for the degree of **MSc. INTERNATIONAL BUSINESS
MANAGEMENT**

MAY, 2013

12,900

DECLARATION

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DEDICATION

This research is dedicated to God Almighty, my everlasting Father who gave me grace, wisdom, knowledge, understanding, favour and strength for the successful completion of this project. This research is also dedicated to my parents, Prof and Dr. Mrs. Alegbejo who have been a source of inspiration in several ways, I cannot be more grateful.

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To my heavenly Father, I cannot but thank You enough for your marvellous deeds. You are my source of inspiration, my source of knowledge, my firm foundation without you, I am nothing. Even when I did not deserve it you still proved yourself, I love you Lord.

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ABSTRACT

The aim of this study was to critically evaluate the impact of non-monetary rewards on employee motivation, to determine which non-monetary reward motivates employees in Tesco and to investigate the value of non-monetary rewards to employees. The survey design was adopted in this study and data was collected through the distribution of questionnaires to the sample that was selected. The purposive sampling technique was used to select the sample. The sample size comprised of 150 respondents from three branches of Tesco. 150 questionnaires were distributed to the respondents but only 120 of the questionnaires were returned, hence the response rate was 80%. The data was analysed using descriptive statistics in order to obtain the mean, tables and charts showing their frequencies and percentages. The findings of this study revealed that, non-monetary rewards have positive impact on employee motivation in Tesco. It was discovered that recognition was found to be the highest non-monetary reward that motivates most in Tesco. Conclusions were drawn and some suggestions for managers and future researchers were also highlighted.

1 CHAPTER ONE

1.1 INTRODUCTION

Recently, the business environment has become very competitive and organizations are faced with different challenges which include getting the right workforce and sustaining it. Hafiza et al. (2011) opined that due to the fact that organisations are forced to improve their performance and become competitive they need to maximize resources, one of which is the human resource which is of utmost importance. According to Hezron and Wycliffe (2013), human resource is an essential input for gaining a competitive edge over other organizations. They added that the human resource can be utilized and maintained by motivating it in diverse ways, amongst which reward is of significant importance. They further added that human resources are not similar entities; therefore, they all have various kinds of needs and also different perceptions of what constitutes appropriate rewards for effective motivation. Hence, motivating employees requires an in-depth understanding of the human nature. However, Bennet (2002) is of the view that employees are essential to the development and success of an organization. Pitts (2005) stated that an important way of achieving organizational success is by attracting and maintaining a valuable workforce. In addition, Edward and Christopher (2006) argued that people do not just come to work or work hard in an organization they need the motivation to share and realize the organizations vision. Bowen (2000) supported that doing more with less reward are essential in the creation of good will for employees. Deeprase (1994), suggested that good managers should recognize people by giving them something tangible and doing things that acknowledge their accomplishments. According to Serena et al. (2012), employees tend to give their best when they have a feeling of trust that their hard work will be rewarded by their top managers. Motivation that comes with rewards is of crucial importance.

Reward is a vital component that plays an important role in motivating employees to produce a well-oiled high performance, which is focused on

attaining the objectives of the organization. Thus, Lawler (2003) stated that the way people in an organisation are treated determines whether an organization will survive.

According to Thompson et al. (2005) organizations are often faced with difficulty in selecting rewards that are suitable for employees. There is still much confusion as to which rewards really motivate employees in order to obtain high performance. Amabile (1993) was of the view that less motivated employees spend little effort in their jobs, produce low quality work, avoid the workplace as much as possible, and exit the organization at any given time. She added that in cases where the employees are motivated, they help organizations to survive in situations where they are faced with rapid changes in the workplace.

1.2 OVERVIEW OF TESCO PLC

According to Datamonitor (2010) Tesco is a market-leader in the global food retailing business. **It is the world's** third largest retailer behind Walmart (USA) and Carrefour (France) and it is the largest British retailer. Tesco operates in 14 countries around the world and has about 4, 331 stores. Its head office is based in Hertfordshire, UK. It primarily operates in Europe, USA and Asia. Datamonitor (2010) affirms its portfolio network includes 170 Metro stores in city and town centres which sells variety of food products, above 960 Express stores which about 7,000 products at different suitable localities and superstores that is more than 450 where both food and non-food items are sold. The company engages IT to provide online services through its website known as Tesco Direct and tesco.com. This company was founded in 1919 and established its first store in London, UK in 1929 (Tesco, 2010). Tesco, from its humble beginning has grown to its position as the market-leader within the food retail sector in UK (Datamonitor, 2010).

1.3 RESEARCH AIMS AND OBJECTIVES

As organizations need a high quality workforce in order to attain their objectives, the right kinds of non-monetary rewards may help them to motivate employees. The aims of this study are to explore the factors which increase

employee motivation and explore the impact of non-monetary reward on employees in the chosen case study-Tesco. This study will focus on the non-monetary rewards that motivate employees to perform as expected.

To achieve these aims, the research will focus on a number of objectives.

These research objectives are:

1. To critically evaluate the impact of non-monetary rewards on employee motivation in Tesco
2. To determine which non-monetary reward motivates employees of Tesco.
3. To investigate the value of non-monetary rewards offered to employees of Tesco

1.4 RESEARCH QUESTIONS

1. What is the impact of non-monetary rewards on employee motivation in Tesco?
2. Which non-monetary reward motivates employees of Tesco?
3. What is the value of non-monetary rewards offered to employees in Tesco?

1.5 RATIONALE FOR THE STUDY

Reward is a subject that has been discussed extensively by researchers. One of the reasons why the researcher selected Tesco as case study is that it is a top retailer in the United Kingdom and the second largest retailer in the world (Datamonitor, 2010). According to Clark (2008) Tesco experienced a shift in values around the **early 1990's** which made the organization suffer a downfall in sales. He added that the downfall of sales was due to lack of satisfaction on the part of their customers which was affected by the behavioural characteristics **displayed by the company's employees**. Tesco took a \$1bn write off that knocked its full year profit down for the first time in two decades in April, 2013. Its full year results also showed that growth in its main home market had slowed down (Tesco, 2013). It also reported a 14.5% fall in underlying full year profit that reflected the cost of turnaround plan for the United Kingdom market in

January 2012. However, it is in the light of the above, that this study was considered and carried out in Tesco.

However, this research seeks to evaluate the impact of non-monetary rewards on employee motivation. It will also determine which non-monetary rewards motivate employees in Tesco; it will further investigate the value of non-monetary offered to employees in Tesco and make recommendations on appropriate non-monetary reward strategies. Ranhawa (2008) stated that non-monetary rewards are provided by organizations in order to influence and motivate employees, so as to achieve the strategic objectives of the organization. This research aims to add to existing knowledge in this field of study and it will serve as reference for future research. The study will also provide some course of action to help managers to come up with effective and realistic policies for rewarding their employees. It will further reveal how managers can create strategic ways of maximizing the human resource potentials of their organization to the fullest, in order to obtain high performance.

1.6 PROPOSED METHODOLOGY

The study will make use of primary and secondary data which will be collected by using questionnaires and already existing academic materials. The Questionnaire will be drafted in order for the research questions to be answered by the respondents, and the questionnaires will be self-administered to staff of Tesco. The study population for this study will be Tesco. One hundred and fifty questionnaires will be administered to staff of three Tesco stores. The study will make use of descriptive statistics to analyse the data collected and it will be presented in forms of tables and chart showing their percentages. The Statistical Package for Social Sciences software package (S.P.S.S) will be used to generate tables and charts; it will also be used to get accurate results and to analyse the data collected. The data retrieved will be evaluated so that the research questions raised in the study can be answered.

1.7 STRUCTURE OF THE REPORT

This research report is being constructed in a logical manner in order to enable the flow of information. The introductory chapter looks at the Background to the study, overview of Tesco plc, the aim of the research, objectives and research question of the study, rationale for the research and structure of the report. The chapter on literature review gives an in-depth review of current and relevant literatures, the contributions of different works by some researchers were thoroughly examined and also relevant theories that relate to the study were also examined. The chapter on research methodology provided a detailed explanation of the research methods and techniques adopted in the study. It also provided reasons for choosing the appropriate methods and approaches. The chapter on data analysis and presentation included the interpretation of data. Conclusions were drawn from the results of this study and recommendations for appropriate non-monetary rewards strategies were made. Also, suggestions for future research were made for future works in the direction of this study.

2 CHAPTER TWO

LITERATURE REVIEW

2.1 INTRODUCTION

This chapter provides insights to the understanding of non-monetary rewards. Given the focus of this research study, it is important to have a sound understanding of the role of rewards. This study will provide an in-depth presentation of the impact of non-monetary rewards on employee motivation, as well as the value of non-monetary rewards offered to employees, the major benefits of non-monetary rewards and motivation theories will also be considered.

2.2 THE ROLE OF REWARDS

Taking a holistic view of the role of rewards, Berger et al. (2000) stated the **1990's experienced** a change in the way organisations view rewards. He added that, rewards expanded to include those that are non-monetary. He further added that, if employees were asked the kind of reward they preferred, they would probably say monetary reward. But it is not a totally effective way to reward employees. According to Sajuyigbe (2013), rewards can be seen as an important construct in employee performance. He added that well rewarded employees feel valued by the organisations they work for. Mark and Ford (2011) **stated that the success of an organisation originates from an employee's** willingness to make use of their abilities, creativity and know-how. They added that, it is the responsibility of organisations to encourage employees by putting effective reward practices in place.

In addition, Entwistle (1987) argued that, when employees are adequately rewarded, it helps to motivate them and has a direct impact on their performance. However, Shanks (2007) was of the view that, monetary reward only motivates to a certain point, especially in situations where reward is not high enough. Rizwan and Ali (2010) opined that, when rewards are properly implemented in an organisation, it will produce a favourable working condition which motivates employees to perform as expected. They added that, rewards

play a crucial role in determining an employee's performance and it is positively linked with the process of motivation. Lawler (1985) claimed that, rewards cause satisfaction of employees to be affected and it has a direct influence on **employee's performance. Hong et al. (1995)** noted that, rewards will motivate employees, if they believed that when they work harder it can improve their performance. He added that, motivation will be low when employees have no value for the outcomes available from good performance and effort. Eisenberger (1992) agreed that, reward serves as an important role in motivating employees to perform better.

More so, Galbraith (1973) supported that, rewards should be aligned to motivate **employees and it should be consistent with the organisation's policy**, so as to retain people with knowledge and abilities. Fair and William (2001) suggested that, **in order to stimulate an employee's creativity, managers** should use extrinsic reward to motivate employees. Jeffrey (2003) concluded that, a vital way of rewarding employees is to recognise their excellent job performance, encourage employees to be more productive and provide feedback. Schaufeli et al. (2002) stressed the need for rewards in order to overcome burnout, which is usually experienced by employees. They added that, employees who experience burnout usually do not feel satisfied, they tend to have negative outlooks and they approach their jobs with little dedication and vigour.

2.3 IMPACT OF NON-MONETARY REWARDS ON EMPLOYEE MOTIVATION

It is vital for employers to understand what motivates their employees in order to maximize the overall potentials available in an organization. However, it might be challenging for an organization to find out what motivates its employees, this is because individuals are motivated differently. Nelson and Spitzer (2002) are of the view that, although rewards in form of cash are appreciated by employees, managers should not use it as a tool to motivate employees in order to improve performance. Fisher (1995) agreed that, motivating employees through the use of non-monetary rewards is an important way to achieve an objective without the use of money. Luthans (2008) asserts

that, non-monetary rewards include: praise, recognition and benefits. He added that it can be positively utilized to enhance performance. Neckermann and Kosfeld (2008) also affirmed that, non-monetary rewards are social recognitions and they further extended the list to include genuine appreciation, certificate and acknowledgement. Jeffrey (2003) however opined that, non-monetary rewards can be used to motivate employees, if organizations have a balance between intrinsic and extrinsic rewards. Berger et al. (2000) supported that, non-monetary rewards can supplement an existing monetary reward, if an organization wants to boost their performance and obtain the desired objectives. He added that, non-monetary rewards can be promoted, as they can be shown to friends and families and they are more visible. Despite all the supporting arguments on the use of non-monetary rewards in employee motivation, there are some views regarding the possibility of failure for the use of non-monetary rewards as well.

However, Bowen (2002) warns that, managers have to be aware of non-monetary rewards because such rewards should not be used at all times and should be utilised sparingly. Beer (2002) contended that, non-monetary rewards with their advantages have the ability to motivate employees but there is no assurance that they will always lead to efficiency and success in the workplace. He added that the presence of highly motivated employees in the workplace does not necessarily mean that they will be the best performing ones. Armstrong and Murlis (1994) suggested that, non-monetary rewards need to be provided in consideration with various degrees of needs of individuals.

However, in a study carried out by Fisher (1995) he found out that, employees do not consider non-monetary rewards as a form of motivation but a right. Jeffrey (2003) shared a similar view with Fisher by stating that employee's had a negative feeling towards the rewards offered; he added that they perceived that the rewards remained unclear as every positive aspect of work was referred to as a non-monetary reward. He further found out that paid vacation, training programs, praise and promotion were all perceived to be non-monetary rewards (Jeffrey, 2003).

There was no strict definition of non-monetary rewards from the employee's stand point; the rewards were perceived to have an indefinite scope. Berger et al. (2000) suggested that, it is wise to use non-monetary rewards in a new system. This is because in situations where the organization wants it withdrawn, it will be much easier than monetary reward. He added that, the use of non-monetary rewards may be resisted because employees may see it as a threat to the amount of monetary reward that they wish to get instead. Mushrush (2002) identified lack of non-monetary rewards as a significant cause for employee turnover. Shield (2007) suggested that it is very important for an organisation to identify the non-monetary rewards that promote the wanted behaviours from employees.

In a survey carried out by Watson et al (2000) they found out that employers are implementing more non-monetary rewards initiatives than what they used years ago. However from their overall studies, they concluded that employers now need to focus more attention on non-monetary rewards.

2.4 THE VALUE OF NON-MONETARY REWARDS TO EMPLOYEES

According to Clark (2000) non-monetary rewards can take different forms, but it **is very important to determine the rewards that an organization's employee value.** Chaing and Birtch (2008) stated that non-monetary rewards such as training and development, job interest, time-off and pleasant work environment have been overlooked. In a research carried out by GMP Institute (2002), they shared a similar view by stating that the use of non-monetary reward is often overlooked by organisations. They pointed out that, non-monetary rewards tend to last longer and can be used more frequently than monetary rewards. They further suggested that non-monetary rewards address the internal needs of employees.

According to Martins (2010) training enables employees to gain skills which leads to their advancement in the organization. Kaliprasad (2006) was of the view that, certain employees that are capable; often times choose to be flexible in learning while they are employed. He added that, providing employees with

development opportunity makes them know that they are valued. Preene et al (2010) opined, that when employees are given the opportunity to improve on themselves, they often times become loyal to the organization. They added that, they will be seen as assets to the organization, which makes them, feel valued. However, in a study carried out by Pragya (2008) on non-monetary rewards comparing organizational practices and employee perceptions. He found out that, there was a gap between what employees preferred and what was offered to them. Watson (2001) was of the view that, different demographic groups are motivated differently. He went further to add that, older employees are motivated by benefits while younger employees are more motivated by promotional opportunities and prospects of professional development. Clark (2000) argued that, appreciation may be what some employees actually desire. **He referred to it as ‘a common sense without a price tag’.** He further added that, praise is priceless and costs nothing. More so, Miller (1991) claimed that, employees expect appreciation from their managers, colleagues and even families for their effort. Allen and Helms (2002) affirmed that, regular expressions of appreciation from top management may encourage an employee to reach a strategic goal. He added that, it is the sole responsibility of managers to praise their employees.

Gibson (2008) opined that, one of the ways organizations can engage their employees and make them feel valued, is by saying simple things like great job and thank you. He added that praising employees for a good job has a lasting effect on employees. Branham (2005) suggested that, the praise has to be sincere, genuine and in a timely manner. He added that, when appreciation is shown to employees and is seen as not sincere, it therefore means that the value of the act is lost. However, he further added that, when employees are provided **with praise, management of organizations will be fulfilling their employee’s** needs, by motivating them to improve and continue their hard work. Furthermore, a study carried out by Ramus (2001) revealed that, behaviours that encourage praise and awards from management were ranked among the most important factors that solve the problems of employees. Jeffrey (1997) agreed

that, certain employees may be motivated by praise and recognition than other factors.

In contrast, Nelson (2001) found out that, lack of recognition and praise were the most significant reasons why people left their jobs. Doyle (2008) argued that, recognition can lose its value, when it is done all the time and is no longer personal to the employee. He added that if it is overdone, employees can start to expect rewards, and when they are not given the rewards when they believe they should, it can discourage the employees.

More so, in a study conducted by Martiz Research (2011), significant gaps between how employees are recognized and how they want to be recognized were identified. He added that, employees who were satisfied with their **organization's recognition programs were also** satisfied with their jobs, which means they were more likely to remain with their company, than those who were not satisfied with their organisation's recognition programs. He found out that, satisfied employees were more likely to invest in their own company and felt more valued as employees. In a study conducted by Wiscombe (2002), he found out that, non-monetary rewards helped in getting work done. He noted that, in companies where employees love to work more, organizations tend to recognize their employees by telling them they are doing a great job. Reddy (2000) emphasized the need for non-monetary reward in the workplace. Giles (2004) suggested that, **effectively recognizing employee's contribution needs to be a** priority in every organization. He added that, employees need to produce the quality of work that is expected of them in order to receive recognitions from their employers. However, Gross (1995) noted that, countless amount of non-monetary reward exists, that organisations can use to recognize the contribution of their employees. He went further to cite some examples like, a paid trip to the Caribbean, a simple thank you, some vouchers and gifts which include: caps, pins and T-shirts. Thorpe et al (2000) affirmed that, non-monetary rewards which include: recognition of achievements, higher status and responsibility, do not only benefit employees, but they also create room for improvement in performance. Katusak (2003) agreed that, the use of gift

certificates and cards leads to improvement in the performance of employees. Yauz (2004) suggested that, in the public sector organization in Turkey, employees valued non-monetary rewards as much as monetary rewards. He added that, employees claimed that, the usage of non-monetary rewards was inadequate in their organization. He concluded that employees valued job related non-monetary rewards more than social or any other tangible non-monetary rewards.

2.5 MAJOR BENEFITS OF NON-MONETARY REWARDS

Jeffrey (2003) was of the view that, there are three main benefits of non-monetary rewards which include: trophy value, memory value and separability. He added that, non-monetary rewards can be shown to co-employees and friends as a trophy that is given in appreciation for a job that is well done. He further stated that, non-monetary rewards help in maintaining a bond between an organization and their employees and they have memory value due to the fact that, they can be re-called by the employees. Jeffrey (2003) contended that, non-monetary rewards are not registered in the mind of employees. Parker et al (2000) suggested that, non-monetary rewards have great power to stay, thus, they carry trophy value. They added that, each time an individual is looking at the television, they are often times reminded of what they did to be rewarded.

Martins (2005) concluded that, the rationale for the use of non-monetary rewards is to induce certain behaviours amongst employees and it is seen as helpful in order to enhance performance, thereby hindering other behaviours that are perceived as unfavourable to organizational growth and performance.

2.6 MOTIVATION

David (2009) stated that, when an organization is able to clarify the expectation and goals of individuals, the core need that is required to fulfil is the motivation for employees. He added that, there are some motivation theories that can be used for this purpose. A typical **example is Maslow's theory (1954)**, in which he presented the core needs of individuals. Maslow's theory is based on the

hierarchy needs of individual differences. Maslow (1954) stated that, every individual is unique and they all have different needs, he added that an element that will motivate one person can be a de-motivational factor for another (Dale, 2003). Robbins (2007) suggested that in order for an individual to be motivated, they need to understand the level of hierarchy they are currently on and focus on satisfying those needs at that time. Prasad (2003) supported that, lower level needs can be satisfied externally while higher level needs can be satisfied internally. He concluded that if lower level needs are not met, the effort spent on satisfying the high order needs will be postponed. Hence, non-monetary rewards have a significant place in satisfying some other employee needs which cannot be met by compensation.

Another significant example is the expectancy theory. This theory advocates that, **employee's behaviour** will change by prioritising their actions and working harder if they are aware that by doing so, they will be rewarded with something valuable. Lawler (2002) was of the view that employees will perform in ways that they believe will lead to rewards that will be of value to them. He added that, if organizations wish to influence certain kinds of behaviour, they have to **determine what their employees' see as most important to them and reward** them accordingly. The expectancy theory attempts not to define specific kinds of needs or rewards but rather, it establishes that they may be different and exist in every individual. Kinni (1993) argued that, employees are usually not motivated by the desires of the organization but they are motivated by their own desires. Edward (1999) affirmed that people think about the worth of what they are doing and getting. He added that, individuals will be motivated when they believe that their behaviour will lead to desired rewards and outcomes. Robbins (2005) suggested that an employee will be willing to perform with a high level of effort when they believe that it will lead to desired rewards.

2.7 CONCLUSION

A review of current literatures revealed that not many organisations have employed adequate non-monetary rewards initiatives to enhance their employee motivation. It is for this reason that this work is carried out to critically evaluate the extent of its implementation in Tesco. Research suggested that it is very important for an organisation to identify the non-monetary rewards that promote the wanted behaviours from employees. Watson (2001) was of the view that different demographic groups are motivated differently. Also, from previous researches, it is evident that attention has not been paid to some non-monetary rewards. These observations find support from the work of a previous research which reports that non-monetary rewards such as training and development, job interest, time-off and pleasant work environment have been overlooked (Chaing and Birtch 2008). There is also need to look into the value non-monetary rewards to employees. This is because it has already identified in the literature that some employees do not value the non-monetary rewards offered to them. Pragya (2008) found out that there was a contradiction between what employees valued and what was offered to them. This present study will evaluate the value of non-monetary rewards to employees of Tesco. It is hoped that this study will fill these gaps. Analysing the above chapter, it can be concluded that various literatures about the impact of non-monetary rewards on employee motivation, the value of non-monetary rewards on employees and the benefits of non-monetary rewards have been examined in this chapter.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 INTRODUCTION

This chapter focuses on the various means adopted by the researcher in the process of data and information gathering. It also provides justification for the techniques and approaches that were adopted in carrying out this research. The data and information collected are expected to provide solutions to the research questions earlier raised in the study. The content of this chapter includes: the research aims and objectives, discussion of the research design which will be utilized in the study, the research approach, the research philosophy, the data sources which includes the procedures for gathering data and the sample size which explains the sampling technique adopted for the study. Also, the procedure for data acquisition will highlight the details regarding the structure of questionnaires and administration. This chapter will be concluded with the method of data analysis.

3.2 RESEARCH AIM AND OBJECTIVES

The aims of this study are to determine the factors which increase employee motivation and critically evaluate the impact of non-monetary reward on employees in the chosen case study-Tesco. This study will focus on the non-monetary rewards that motivate employees to perform as expected. The research objectives of the study include the following:

1. To critically evaluate the impact of non-monetary rewards on employee motivation in Tesco
2. To determine which non-monetary reward motivates employees of Tesco
3. To investigate the value of non-monetary rewards to employees of Tesco

When the objectives mentioned above are met, it will enable the overall aim of the study to be fully attained.

In order to realize the above objectives, the following research questions are of importance:

1. What is the impact of non- monetary rewards on employee motivation in Tesco?
2. Which non-monetary reward motivates employees of Tesco?
3. What is the value of non-monetary rewards to employees of Tesco?

3.3 RESEARCH DESIGN

According to Saunders et al (2009) the research design is the overall plan of how the researcher will answer the research questions and how the objectives of the study will be achieved. Cooper (2008) stated that, when selecting a research design it has to be in accordance with the research objectives. He added that, there are three natures of research design, they include: exploratory, descriptive, exploratory and explanatory (Saunders et al, 2009). The descriptive design shows a precise representation of persons, situations and event (Saunders et al, 2003).

Collis and Hussey (2003) stated that, it is used for gathering statistical information about attributes, attitudes or actions of a population by administering standardized questions to some, or all of its members. The descriptive research utilized in this study will be based on frequency tables, percentages and graphical illustrations to provide information on key demographic variables, as well as the means for the responses that will be obtained (Teddie & Tashakkori 2008). It will also enable the researcher obtain information about the specified target group (employees in Tesco) in order to answer the questions raised in the study. Also, this study will adopt the survey strategy and data will be collected through the distribution of questionnaires to the sample that was selected. This approach was selected so as to ensure that the primary data collected supports the research objectives and questions to be answered.

3.4 RESEARCH APPROACH

The research approach is a crucial constituent of the research methodology; it ensures that a suitable approach is adopted in the study. According to Eldabi et al (2002), for a study to be regarded as being scientific; it must be guided by

some specific scientific principles both in its application and its methodological process. They opined that, the choice of research method is important in every research as it forms the basis for the analysis of data collected. Therefore, the researcher had to adopt a method which will not only lead to proper data collection but also allows for credibility and reliability of the analysis. Basically, all researchers have to choose between quantitative and qualitative research methods. The deductive approach works by narrowing down from a general to specific point, often known as top-down reasoning (Saunders et al, 2003). The present study will adopt the deductive approach and the main reason for choosing this approach is that it suits the objectives that the study aims to attain (Teddie & Tashakkori, 2008).

3.5 RESEARCH PHILOSOPHY

According to Galliers (1991) research philosophy can be defined as a belief about the manner in which data about a phenomenon should be collected, used and analysed. He added that, there are two types of research philosophies; they include the positivist and interpretivist research philosophy. Levin (1988) was of the view that, positivists believe that reality can be stable, described and observed from an objective point of view without affecting the phenomena that is studied. He added that, the observations should be repeatable and isolated. This study will adopt the positivist philosophy because it follows the standpoints of natural scientists (Saunders et al, 2003). Also, the study is carried out without been influenced by the researcher's emotions. The respondents will provide the answers to all the choices provided in order to make sure that the entire data covers the various aspects of the research objectives and questions.

3.6 DATA SOURCES

It is important to collect data that is suitable and relevant to the research. This is in order to ensure that the data that is collected is reliable and authentic. The quality of the research is determined by the kind of data that is put together. For this study, primary and secondary data will be used in order for the objectives of

the study to be achieved. The researcher also ensured that the data collected are valid. The data collection method will be explained in details below.

3.6.1 PRIMARY DATA

In order to collect primary data, questionnaires will be administered to respondents. According to De Vaus (2002), questionnaire is a method that is used in the collection of data in which respondents are asked to respond to some question in an order that is pre-determined. He added that, it requires a lot of effort and time from the researcher. In this study, the survey method will be adopted and data will be collected through the distribution of questionnaires to the sample that was selected. This approach was selected so as to ensure that the primary data collected supports the research objectives and questions to be answered in the study. In order to investigate which non-monetary reward will help to increase employee motivation, employees were seen as the most suitable source for the collection of data. The procedure for collecting the questionnaire will be discussed in the section for data acquisition. More so, research findings will be explained in the data analysis and findings section.

3.6.2 SECONDARY DATA

Secondary data includes both qualitative and quantitative data and they can be adopted in both exploratory and descriptive research. According to Saunders et al (2003), one of the main importance of the secondary is it is available with less effort as compared to the primary data. He added that, although a major issue with this form of data is that it varies from case to case and the relevance of the data may be low. In this study, the collection of secondary data was done with respect to the literature review which was gathered from different authentic sources. The data collected were accurate and valid and they were also relevant to the objectives of the research (Saunders et al, 2003). The secondary data for this study was collected from several reliable and authentic sources which include the library and internet. Different journal articles and books were searched and they were critically examined and analysed in order to obtain data from those sources. Some books were borrowed from the library while others

were gotten online. The journals were mostly extracted from different online sources which include: Emerald, Sage and Google amongst others.

3.7 SAMPLE SIZE

According to Salkind (1997) a sample is representative portion of the population. It is important to have a sample size that is appropriate in order to gather the primary data. For this study, a sample size of one hundred and fifty respondents will be selected from employees in three super stores of Tesco in London. This is due to convenience both in administering and analysing the questionnaires. It will include all categories of employees from all the departments (customer service, administration, shop floor workers, cashiers etc.) this is in order to provide the necessary information required of this study. Fifty samples will be collected from each of the three super stores of Tesco which includes, Tesco at Old Kent road, Surrey Quays and Vauxhall which will sum up to a total number of one hundred and fifty respondents. The respondents will be between the ages of 18 to over 46 and they will include both male and female gender because they make up a large percentage of active employees in Tesco. The sampling technique adopted for this study is purposive sampling. The researcher had to select the sample based on the fact that, it will enable the researcher select and judge cases that will enable the research objectives met and the research questions to be answered (Saunders et al, 2009). This form of sampling is often used when working with case study researches that are informative and have large samples. It will also enable the researcher get effective analysis of responses, there was need to pick respondents who are employees, i.e respondents that fit the criteria for the purpose of the study.

3.8 QUESTIONNAIRE DESIGN

According to Saunders et al (2009), a questionnaire is a general term that involves the collection of data, by asking each person (referred to as respondents) to respond to the same set of questions in a predetermined order.

The questionnaire can be regarded as an authentic tool that can be used to collect primary data for any research. Saunders et al (2003) stated that, it is very essential to consider the research objectives, the nature of the questions asked and also the sample of the research when constructing the questionnaire. The questionnaire will be carefully designed and particular focus will be on the presentation of the instrument and format (Saunders et al, 2003). The front page of the questionnaire will contain the introduction by the researcher and it will also contain the purpose for which the research is carried out. The nature of the questions asked in the questionnaire will have an influence on the entire data that is gathered. For this study, close questions also called closed ended questions which will be self-generated by the researcher will be asked in order to gather necessary information from the respondent which is needed for the study. This is because responses are easier to compare and they are pre-determined (De vaus, 2002). The respondents will have to fill in the right answers from the list of questions provided. This is to ensure that the overall data covers the various aspects of the research questions and objectives. The constructed questionnaire will be given to the supervisor; it will be properly checked in order to point out errors that need correction and also to ensure that the questions are appropriate for the study.

3.9 VALIDITY AND RELIABILITY OF THE QUESTIONNAIRE.

Saunders et al (2009) stated that, the validity of a questionnaire is concerned with the extent to which a questionnaire measures what it is designed to measure. The validity of the questionnaire could be deducted from the set of questions presented to the respondents. It is evident that, the questions are related to the research topic and measure what it is set out to measure. The validity test used was the content or face validity. However, Osuagwu (2006) was of the view that, content validity simply asks the question: Is the content of the research test or measure relevant to the characteristic being measured? Saunders et al. (2009) noted that, reliability deals with the consistency of the measurement tool used. He added that, it can be used to check if the

questionnaire will generate consistent results at different times, under different sample size and conditions.

3.10 DATA ACQUISITION

For this study, the researcher collected both primary and secondary data (Saunders et al, 2003). There are three main methods through which primary data can be collected, they include: survey method, interviews, focus interviews amongst others. The data will be gathered with care, this is to ensure that the sources are valid and reliable. According to Burns (2008) the selection of the method of research should be based on the relevance of the methodology and research sample that is applied. In order to collect primary data for this study questionnaire will be drafted in order for the research questions to be answered by the respondents, and the questionnaires will be self-administered to employees in Tesco. This implies that the researcher will administer the questionnaires to the respondents to fill or tick in the answers, and then collect the questionnaires from the respondents at a later date. The secondary data for this study as reflected in the literature review section was collected from both the library and internet. The journal articles that were used for this study were mainly retrieved from some online sources which includes; emerald Sage and Google amongst others. This is reflected in the adequate referencing of the study.

3.11 DATA ANALYSIS

The study will make use of descriptive statistics to analyse the data collected, it will be presented in forms of tables and charts showing their percentages and means. The data collected through the questionnaire will be entered on a coding sheet, it will be analysed using a software package called the statistical package for social sciences (SPSS) for accurate result and analysis of data. The software package will also be used to generate tables and charts and also to get accurate results to analyse the data collected. The data retrieved will be analysed using descriptive statistics to obtain answers from the research questions raised in the

study. The results of the analysis will evidently form the basis of the discussion of findings, conclusion and recommendations.

3.12 LIMITATIONS OF THE STUDY

This study was faced with some challenges and limitations one of it is that, the time frame for the project was very short; this posed a limitation to the study. A thorough research of this magnitude cannot be effectively carried out within the space of three months. More so, the sample size of 150 is not proportional to the number of branches of Tesco, particularly in London. Another limitation was access to sufficient academic studies on Non-monetary rewards. This prevented access to present discourse on non-monetary rewards.

4. CHAPTER FOUR

DATA ANALYSIS AND PRESENTATION

4.1 INTRODUCTION

In line with the scope of this study as stated in chapter one, this study aims to critically evaluate the impact of non-monetary rewards on employee motivation in Tesco, to determine which non-monetary rewards motivates employees in Tesco, to investigate the value of non-monetary rewards to employees in Tesco. This chapter gives an in-depth analysis and quantitative presentation of the data collected from the respondents. The data collected will be analysed so as to carry out the necessary statistical tests and give the relevant interpretations. This chapter will form the foundation for the conclusions that will be drawn and recommendations for management and areas for future.

4.2 DATA PRESENTATION AND ANALYSIS

This chapter presents the data which were collected through the survey method, the data collected will be analysed in order to achieve the objectives of the study. The presentation of data was done through frequency tables and charts. The data were analysed using statistical package for Social Sciences (SPSS) to obtain the means, frequencies and percentages.

Table 4.1 Rate of Response by Respondents

Questionnaire	Respondents	Percentage
Returned	120	80%
Not Returned	30	20%
Total Distributed	150	100%

150 questionnaires were administered to employees of Tesco at Old Kent road, Surrey Quays and Vauxhall in London. Out of the 150 questionnaires that were administered, 120 questionnaires which represent 80% were returned, while 30 questionnaires representing 20% were not returned. The return rate indicates that there was a high rate of response from the respondents.

4.3 DEMOGRAPHICAL INFORMATION OF RESPONDENTS (N=120)

Table 4.2 Gender of respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	56	46.7	46.7	46.7
	Female	64	53.3	53.3	100.0
	Total	120	100.0	100.0	

Table 4.2 shows the gender distribution of respondent. The result shows that the respondents comprised of 56 males (46.7%) and 64 females (53.3%). As shown in the table above, we can deduce that, majority of the respondents were females.

Table 4.3 Age of respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18-25	27	22.5	22.5	22.5
	26-35	45	37.5	37.5	60.0
	36-45	37	30.8	30.8	90.8
	over 46	11	9.2	9.2	100.0
	Total	120	100.0	100.0	

Table 4.3 shows the percentage of respondents based on their age distribution. It is shows that 22. 5% of the respondents were between the ages of 18-25 years, 37.5% of the respondents were between the ages of 26-35 years, 30.8% fell between the ages of 36- 45 years and 9.2% were over 46 years of age. In summary, it is evident that, most of the respondents (37.5%) were between the ages of 26-35 years. It also shows that, the employees of Tesco are comprised of an active workforce. This is because employees are major stakeholders for any organization to succeed and organizations depend on them for their survival.

Table 4.4 Years spent by respondents in the organization

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Less than 1 year	19	15.8	15.8	15.8
1-2 years	34	28.3	28.3	44.2
3-5 years	54	45.0	45.0	89.2
5-10 years	12	10.0	10.0	99.2
over 10 years	1	.8	.8	100.0
Total	120	100.0	100.0	

More so, the data revealed that 15.8% of respondents have worked in Tesco for less than 1 year, 28.3% of the respondents have worked for 1-2 year, 45.0% of the respondents have worked in Tesco for 3-5 years, 10.0% of the employees have worked for 5-10 years while 0.8 of the employees have worked for over 10 years. The data revealed that a large percentage of the respondents have worked for Tesco for up to 3-5 years.

Table 4.5 Role of respondents in the organization

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Manager	9	7.5	7.5	7.5
Supervisor	14	11.7	11.7	19.2
General Assistant	24	20.0	20.0	39.2
Customer Service	28	23.3	23.3	62.5
Shop floor workers	17	14.2	14.2	76.7
Others	28	23.3	23.3	100.0
Total	120	100.0	100.0	

Table 4.5 shows the role of respondents in Tesco, 7.5% of the respondents were managers from different department, 11.7% of the respondents were supervisor from all the departments, 20.0% of the respondents were general assistants. 23.3% of the respondents were customer service staffs, 14.2% of the

respondents worked as shop floor workers, 23.3% indicated that they belonged to other departments. From the result, it is evident that most of the respondents worked as customer service staffs and the others indicated that they worked in other departments.

4.4 STATISTICAL ANALYSIS OF THE DATA GATHERED

After a basic analysis of the data gathered, the descriptive statistics was used to analyse the questions that are answering the research questions raised earlier in the study. The results reported in the tables below indicate the percentages of each frequency. In this report various results from this study will be presented, analysed and critically discussed under each factor that was investigated.

4.4.1 IMPACT OF NON-MONETARY REWARDS ON EMPLOYEE MOTIVATION

Table 4.6 Do you feel motivated at work?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Yes	76	63.3	63.3	63.3
No	16	13.3	13.3	76.7
Don't know	28	23.3	23.3	100.0
Total	120	100.0	100.0	

Employees were asked if they felt motivated at work, the data retrieved showed that 63.3 % of the respondents are motivated at work, while 13.3 % said they **are not motivated at work, 23.3% of the respondents said they don't know** if they are motivated at work. The mean value for the response on if employees in Tesco feel motivated at work as shown in fig 1 in appendix 2 is 1.60, which means that most of the respondents agreed that they felt motivated at work. This implies that the mean value is favourable. We can deduce that a large percentage of the employees in Tesco are motivated at work. This means that they are familiar with what motivates them.

Table 4.7 Does non-monetary rewards have positive effect on your work performance

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Yes	80	66.7	66.7	66.7
No	15	12.5	12.5	79.2
Don't know	25	20.8	20.8	100.0
Total	120	100.0	100.0	

However, further investigation on the effect of non-monetary rewards on employee work performance revealed that 66.7% of the respondents agreed that non-monetary rewards has a positive effect on their work performance; The mean value for this category is 1.54 as indicated in fig 2 in appendix 2, we can deduce that the mean score is also favourable. The survey carried out shows that, non-monetary rewards have positive impacts on employees. The above answers are observed to be associated with the view of Ranhawa (2008) as discussed in the literature review, he was of the view that non-monetary rewards can be provided by organizations so as to influence and motivate their staff so as to achieve the strategic objectives of the organization.

Table 4.8 How do you view the Effect of non-monetary rewards on your motivation at work?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Very High	29	24.2	24.2	24.2
High	37	30.8	30.8	55.0
Average	37	30.8	30.8	85.8
Low	13	10.8	10.8	96.7
Very low	4	3.3	3.3	100.0
Total	120	100.0	100.0	

In addition, the respondents were also asked how they view the effect of non-monetary rewards on their motivation at work; the mean value for this category is 2.38 as indicated in fig 3 in appendix 2. It shows that the response the mean value is normal which indicates that, most of the employees viewed the effect of non-monetary rewards as high on their motivation at work. This shows that employees at Tesco are motivated by the non-monetary rewards offered to them. Although, 28.3% of the employees also viewed the effect of non-monetary rewards on their motivation at work as average which shows that some of the employees at Tesco view the effect on non-monetary rewards on their motivation at work as not too high and not too low. It means that non-monetary rewards have positive impact on their motivation at work to some extent. All the mean values above are moderate; this implies that the respondents agreed to the questions raised in the questionnaire. The result draws attention to the fact that non-monetary rewards have positive impact on employee motivation in Tesco. It can be deduced that employees in Tesco are exposed to the use of non-monetary rewards. It is very important for an organization to provide its staff with the appropriate kind of non-monetary rewards that will motivate them to carry out their duties appropriately.

4.4.2 NON-MONETARY REWARDS THAT MOTIVATE EMPLOYEES MOST

Table 4.9 Response on which non-monetary rewards motivates you most

	Frequency	Percent	Valid Percent	Cumulative Percent
Training	19	15.8	15.8	15.8
Praise	32	26.7	26.7	42.5
Flexible working time	22	18.3	18.3	60.8
Recognition	37	30.8	30.8	91.7
Holidays	10	8.3	8.3	100.0
Total	120	100.0	100.0	

More so, the respondents were asked which non-monetary reward listed motivates them most. It was discovered that 30.8% of the employees in Tesco are motivated most by recognition than other non-monetary rewards offered to them. The mean value obtained for the score of items is 3.37 as shown in fig 4. of appendix 2. It is obvious that the mean value for this category is significant; we can deduce that most of the respondents are motivated most by recognition. The above answer is associated with the view of Jeffries (1997) as discussed in the literature review. Jeffrey concurs by stating that certain employees may be motivated by recognition and Praise than other factors. He also added that, organisations can retain their employees by recognising their contributions to the organisation. She further added that recognition acknowledges employees effort, creativity and willingness of employees to put in extra effort. Recognition can be seen as a way to appreciate employees for their work. It is obvious that recognition is very significant to employees in Tesco. It is also important for organizations to identify a list of non-monetary rewards that motivates their employees. Also, it is worthy of note that, what motivates an individual may be a factor that de-motivates another individual.

4.4.3 THE VALUE OF NON-MONETARY REWARDS TO EMPLOYEES

Table 4.10 Response on Non-monetary rewards are of no value to me

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	12	10.0	10.0	10.0
Agree	24	20.0	20.0	30.0
Undecided	15	12.5	12.5	42.5
Strongly Disagree	20	16.7	16.7	59.2
Disagree	49	40.8	40.8	100.0
Total	120	100.0	100.0	

The respondents were asked if non-monetary rewards are of no value to them, 40.8% of the respondents disagreed to the statement non-monetary rewards are of no value to me. The mean value for this category is 3.58 as indicated in fig. 5 of appendix 2, it shows that, a large percentage of the respondent disagreed to **the statement, “non-monetary rewards are of no value to me”**. This means that a large percentage of the employees’ value the non-monetary rewards offered to them. We can deduce that the employees of Tesco see the non-monetary rewards offered to them as valuable. Although some of the employees agreed that non-monetary rewards are of no value to them, which means that may have some reservations towards the statement. Not all employees will value the non-monetary rewards that are offered to them. From table 4.9 we can deduce that non-monetary rewards are very important to employees in Tesco.

Table 4.11 Response on Non-monetary rewards are not equal to my work effort

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	18	15.0	15.0	15.0
Agree	41	34.2	34.2	49.2
Undecided	30	25.0	25.0	74.2
Strongly Disagree	20	16.7	16.7	90.8
Disagree	11	9.2	9.2	100.0
Total	120	100.0	100.0	

The respondents were also asked if non-monetary rewards are not equal to their work effort. 34.2% of the respondents agreed that non-monetary rewards are not equal to their work effort. The mean value for this measure is 2.70 as shown in Fig. 6 of appendix 2. The mean shows that a significant amount of the respondents agreed that, the non-monetary rewards offered to them are not equal to their work effort. Employees will increase their effort if the non-monetary rewards offered to them match up with the effort they exert on their jobs.

Table 4.12 Non-monetary rewards are not timely

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	17	14.2	14.2	14.2
Agree	44	36.7	36.7	50.8
Undecided	27	22.5	22.5	73.3
Strongly disagree	23	19.2	19.2	92.5
Disagree	9	7.5	7.5	100.0
Total	120	100.0	100.0	

The respondents were also asked if the non-monetary rewards offered are not timely as shown in table 4.12, 36.7% of agreed that non-monetary rewards are not timely. The mean value obtained for this category is 2.69 as indicated in fig 7 of appendix 2; it means that a significant percentage of the employees said non-monetary rewards are not timely. There is need for improvement in this category. The non-monetary rewards offered to employees have to be timely, so that the employees can carry out their jobs effectively there by displaying the right kind of behaviours at work.

Furthermore, the respondents were asked if non-monetary rewards do not meet their needs 38.8% of the employees responded that the non-monetary rewards offered to them do not meet their needs. The mean value obtained for this category is 2.60 as shown in fig. 8 of appendix 2; this means that a significant percentage of the respondents also agreed that non-monetary rewards do not meet their needs; there is also room for improvement in this category. The above response can be linked to the theories and views of theorists and researchers as discussed in the literature review. Maslow (1954) stated that non-monetary rewards can be most effective on employees when it meets their basic needs. The non-monetary rewards offered to employees have to meet their needs to a certain extent to as to keep them motivated.

4.5 DISCUSSION OF FINDINGS

The data representation and analysis have helped to find answers to the research questions as well as satisfy the study objectives. The responses gathered are therefore discussed with reference to each research question drawn.

The study revealed that, non-monetary rewards have positive impact on employee motivation in Tesco. This is consistent with some findings from other researchers. This means that the non-monetary rewards offered to employees in Tesco has a significant effect on their motivation to work and carry out their duties efficiently. According to Ranhawa (2008) as discussed in the literature review non-monetary rewards can be provided by organizations in order to motivate their employees so as to achieve the strategic objectives of the organization.

Secondly, the study also revealed that, recognition was found to be the highest non-monetary reward that motivates employees most. The above answer is observed to be associated with the view of Giles (2004) as discussed in the literature review. He suggested that, effectively recognizing employee's contribution needs to be a priority in every organization. He added that, employees need to produce the quality of work that is expected of him or her in order to receive this type of non-monetary reward. As already defined in the literature review section of this study, some theorists like Kinni (1993) have viewed recognition as a classical motivator. When linking the above responses with the views of researchers, it is clearly observed that recognition is important for workers to help them stay motivated.

More so, the findings of this study revealed that employees in Tesco value the non-monetary rewards that are offered to them. This means that the non-monetary rewards offered to the employees in Tesco are very much appreciated them. Analysing the views of theorist and researchers, Lawler (2002) argued that employees will perform in ways that they believe will lead to rewards that will be of value to them. Gibson (2008) opined that, one of the ways organizations can

engage their employees and make them feel valued, is by saying simple things like great job and thank you.

Furthermore, it was also discovered that the non-monetary rewards offered to the respondents are not equal to employee effort. Top managers will need to focus on ensuring that the non-monetary rewards offered to employees are aligned in such a way that they match up with the effort they put into their jobs. Employees will be more willing to work hard and will be happier to do their jobs, when they are motivated by the non-monetary rewards that are offered to them. In addition, the findings revealed that the non-monetary rewards offered to employees in Tesco are not timely. The implication of this is that, it may resort to the employees been unmotivated at work. It is very important to ensure that the non-monetary rewards that are offered to employees are timely; this is in order to maintain a highly motivated workforce. It was also discovered that, the non-monetary rewards offered to the employees in Tesco do not meet their needs. Robbins (2007) affirmed that in order for an individual to be motivated, they need to understand the level of hierarchy the individual is currently on and focus on satisfying those needs at that time. It is very important to ensure that the non-monetary rewards offered meet employee needs to a large extent in order to keep them motivated.

In conclusion, it has been observed from the above analysis that non-monetary rewards are very important to employees so as to achieve the desired outcomes and results in an organization. However, the above analysis also reflects the validity and reliability of those theories that claim that non-monetary rewards have significant role in motivating employees. It can therefore be argued that in order to ensure that employees are motivated. It is important to ensure that the non-monetary rewards offered to them are equal to their effort, timely and meet their needs, it is very necessary for the management of Tesco to improve on the non-monetary rewards strategies and approaches that are been adopted in the organization.

5. CHAPTER FIVE

5.1 CONCLUSION

The purpose of this study was to critically evaluate the impact of non-monetary rewards on employee motivation, to determine which non-monetary rewards motivates employees in Tesco, as well as to investigate the value of non-monetary rewards to employees in Tesco. Since employees are motivated by one force or the other, managements of organizations need to be efficient in terms of managing their workforce, because motivation through the use of non-monetary rewards is an important way for an organisation to maintain a high quality workforce. For this study, focus was on the use of non-monetary rewards.

From the analysis, it is obvious that, non-monetary reward is not a strange or new concept to people. It is however interesting to note that, non-monetary rewards may have significant effect on an individual but it might have a negative effect on another, it follows that, Individuals are motivated differently. In meeting with the first objective of the study, which is to critically evaluate the impact of non-monetary rewards on employee motivation, it was discovered that non-monetary rewards have positive impact on employee motivation. This means that the non-monetary rewards offered to employees in Tesco has significant effect on them.

Supporting studies, view recognition as a powerful tool in motivating employees (Kinni, 1993). However, in the present it was discovered that most of the employees in Tesco are motivated most by recognition than other non-monetary rewards offered to them. We can deduce that employees in Tesco like to be recognized. It follows that employees need to know not only how well they have achieved their objectives but also that their achievements are appreciated. Managers have to ensure that they provide employees with a list of non-monetary rewards that motivates them.

More so, in the course of this research it was also discovered that employees in Tesco value the non-monetary rewards that are offered to them. The findings reflect that, the non-monetary rewards offered to employees in Tesco are highly cherished. Employees should not be denied the right kinds of non-monetary rewards. Managers should ensure that they figure out the kinds of non-monetary rewards their employees value and offer it to them. This is because employees will put in their best to jobs, if they are offered the right kinds of non-monetary rewards.

More so, the study revealed that, non-monetary rewards are not equal to employee effort in Tesco. It however indicates that, there is still much to be done to ensure that the non-monetary rewards offered to employees of Tesco are equal to the effort they spend in their jobs. The implication of this is that, it may hinder the employees from putting in their best. It follows that if the non-monetary rewards are equal to employee effort, they will put in their best in their jobs. The Managements of organizations have to bear in mind that, there should be a balance between the non-monetary rewards offered and the amounts of effort employees put into their jobs. The motivation level of **employee's** may be negatively affected, if they feel that their work effort does not warrant the non-monetary rewards offered to them.

More so, the findings of this study also indicated that, the non-monetary rewards offered to employees in Tesco are not timely. It follows that, in order to keep employees motivated, it is very important that the non-monetary rewards offered to them are made as immediate as possible so as to enable them remain fully motivated at work.

Furthermore, the study showed that non-monetary rewards do not meet the needs of employees in Tesco. However, it is very important to note that the needs of employees vary from individual to individual. Therefore, there is need for organizations to devote time and interest in ensuring that the needs of their employees are met so as to keep them motivated.

6. CHAPTER SIX

RECOMMENDATION

6.1 RECOMMENDATIONS FOR MANAGERS

Based on the findings of the study, it is very important that managers and organisations take into consideration the following recommendations in relation to non-monetary rewards. First of all, management should ensure that they provide non-monetary rewards that are need-satisfying for their employees because effective non-monetary rewards motivate people by satisfying their desires. This is because if a manager offers non-monetary rewards to employees who have no interest in the non-monetary rewards offered, this will likely have **no effect on the employee's motivation or**, worse, may send the signal that the manager does not care about the employee. One way to do this is to take into consideration the demographic group within their organization, so as to find the most effective non-monetary reward practices. The study revealed that, the non-monetary rewards offered are not equal to the effort they put in their jobs. Top Managers have to ensure that employees do not feel that their duties in the organization are going unnoticed. They should try to ensure that the non-monetary rewards offered to employees, measures up to their input in the organization. This is because employees will be more willing to stay in the organization if they feel a sense of pride in their jobs.

From this study, the respondents also indicated that non-monetary rewards offered are not timely. Managers should ensure that the non-monetary rewards offered to employees are generously distributed and are timely. One way is by making sure that the non-monetary rewards do not take a long time before they are offered to employees.

This study also revealed that, non-monetary rewards do not meet the needs of respondents. It follows that they will prefer job security, time-off and career development to existing non-monetary rewards that Tesco offers. Managers should figure out the non-monetary rewards employee's value and offer it to

them. For many employees, the ability to control their own schedules and have flexible hours might be the most valuable non-monetary reward that management of organisations could offer. For others praise from the top management of the company can go a long way, whether in the form of hand-written notes, small awards like trophy or plaque that shows why the employee is highly appreciated by organization.

More so, in order to motivate employees managers have to come up with some appropriate kinds of non-monetary rewards that will motivate their employees. These non-monetary rewards may include: Certificate of accomplishment, more autonomy for employees to determine how their work is completed, selecting the employee of the month, letter of appreciation with copies to employee's file, regular recognition lunches for employees and tickets to local events. They also have to understand and evaluate which non-monetary rewards are suitable for their employees.

6.2 SUGGESTIONS FOR FUTURE RESEARCH

Further studies could be carried out on the link between more qualitative aspects of Non-monetary rewards like: the relationship between non-monetary rewards and job satisfaction as this will make a significant contribution to literatures in human resource management. Furthermore, studies could be complemented by including some internal measures which include: assessing the drawbacks of using non-monetary rewards to motivate staff, the effect of monetary and non-monetary rewards on employee commitment. Some other constituents of non-monetary rewards like; employee performance, employee choices, organizational practices and job satisfaction can be included in further studies. This study was narrowed down to non-monetary rewards thus, any other study should widen its horizon by studying tangible non-monetary rewards, social non-monetary rewards etc. Also, instead of the quantitative research that was carried out in this study, qualitative methods such as focus groups, observation and interviews could be used to gather data. This would properly measure the perception of the studied population towards non-

monetary rewards. The study was limited to only employees of Tesco in three branches (the findings may be specific to Tesco) and it did not include employees in other retail outlets such as ASDA, Aldi, and Morrison. This is to establish whether the findings from this study reflect the actual situations in the retail industry and identify similarities as well as differences in practices. Furthermore, an analysis of the role of non-monetary rewards to employees in other sectors such as employees in the finance, legal or medical fields may be carried out.

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APPENDIX I

RESEARCH QUESTIONNAIRE

Dear respondent,

I am a postgraduate student of International Business Management of the University of East London. I am conducting a research on **“The study of Rewards as a motivation tool for employee performance in Tesco”** please I seek your sincere answers to the questions in this questionnaire. This exercise is purely for academic purposes and as such your response to the questions will be treated with utmost confidentiality. To guarantee your anonymity please do not write your names on the questionnaire. It should not take more than 5 -10 minutes of your time.

Thank you for your time.

Yours Sincerely,

Titilayo Alegbejo

1. What is your Gender?

☐ Male ☐ Female

2. What is your age?

☐ 18-25 ☐ 26- 35 ☐ 36 -45 ☐ over 46

3. How long have you worked at your organization?

☐ Less than 1 year ☐ 1-2 years ☐ 3-5 years ☐ 5-10 years ☐ over 10 years

4. What is your role in your organisation?

☐ Manager ☐ supervisor ☐ General Assistant ☐ customer service ☐ shop floor workers ☐ others

5. Do you feel motivated at work?

☐ Yes ☐ No ☐ don't know

6. Does non-monetary reward have a positive effect on your work performance?

☐ Yes ☐ No ☐ don't know

7. How do you view the effect of non-monetary rewards on your motivation at work?

☐ Very high ☐ high ☐ average ☐ low ☐ very low

8. Which of the following non-monetary rewards motivates you most rank from 1 to 5 where 1 for less preferred and 5 is for most preferred

Training _____

Praise _____

Flexible working time _____

Recognition _____

Holidays _____

For questions 9- 15 please tick your choice within the cells below.

	Strongly Agree	Agree	Undecided	Strongly Disagree	Disagree
9. I am satisfied with the quality of the non-monetary rewards offered to me					
10. I am satisfied with the quantity of the non-monetary rewards offered to me					
11. The non-monetary reward offered matches my work effort					
12. Non-monetary rewards are of no value to me					
13. Non-monetary rewards are not equal to my effort					
14. Non-monetary rewards are not timely					

15. Non-monetary rewards don't meet my needs					
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APPENDIX 2

Figure 1

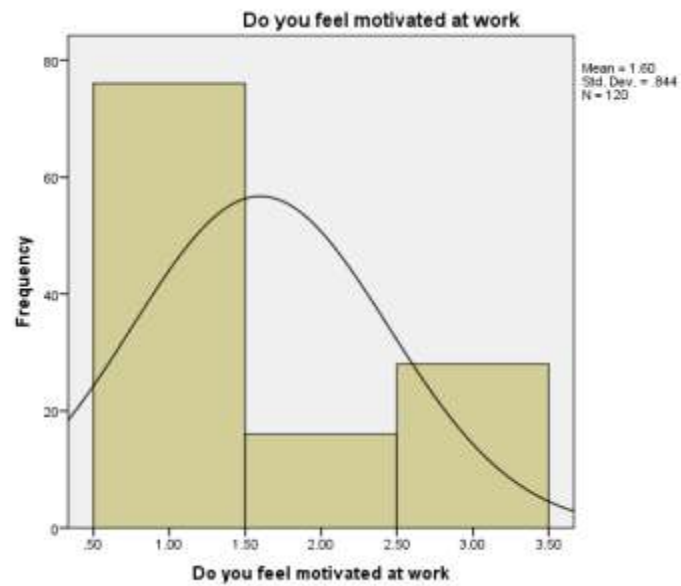


Figure 2

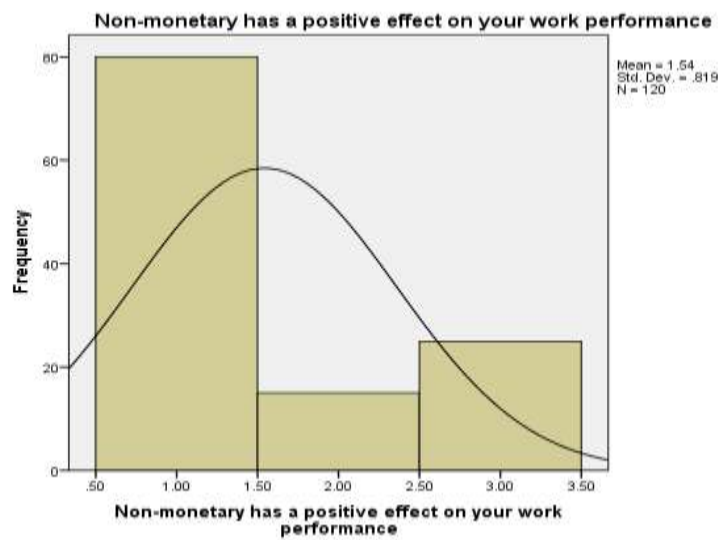


Figure 3

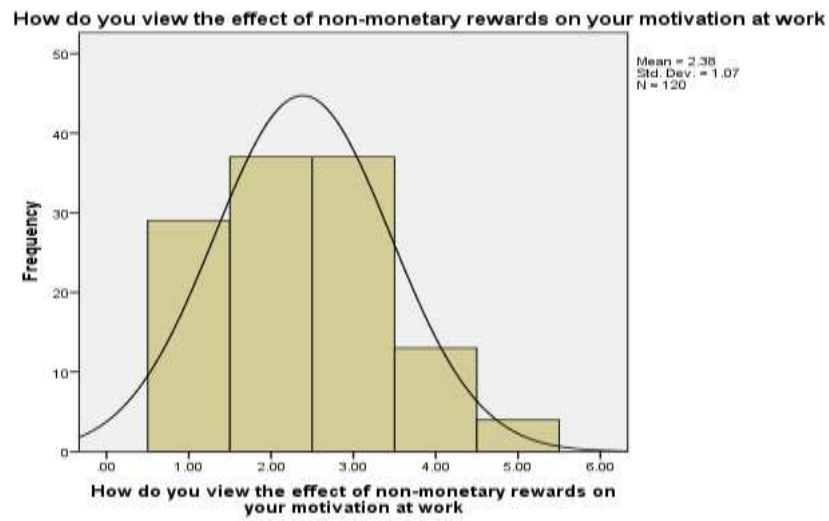


Figure 4

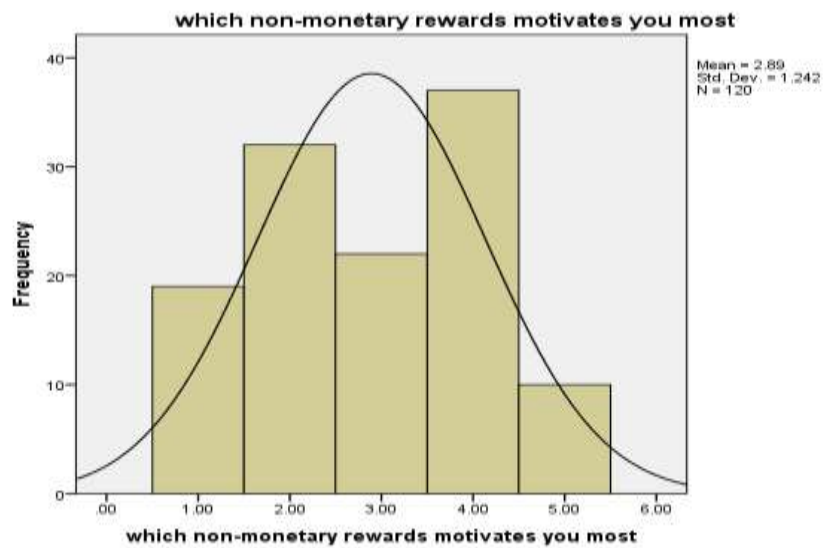


Figure 5

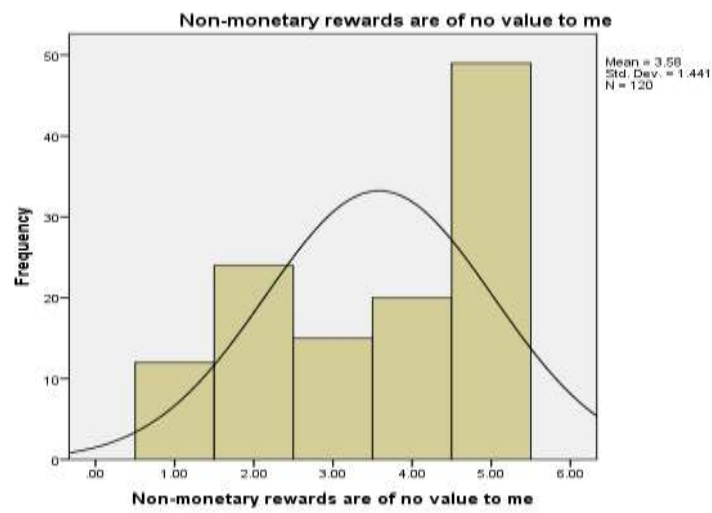


Figure 6

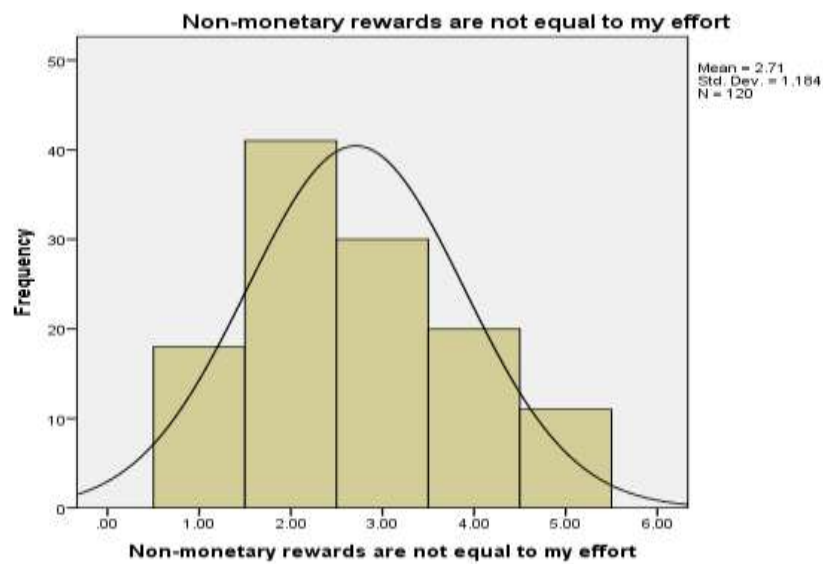


Figure 7

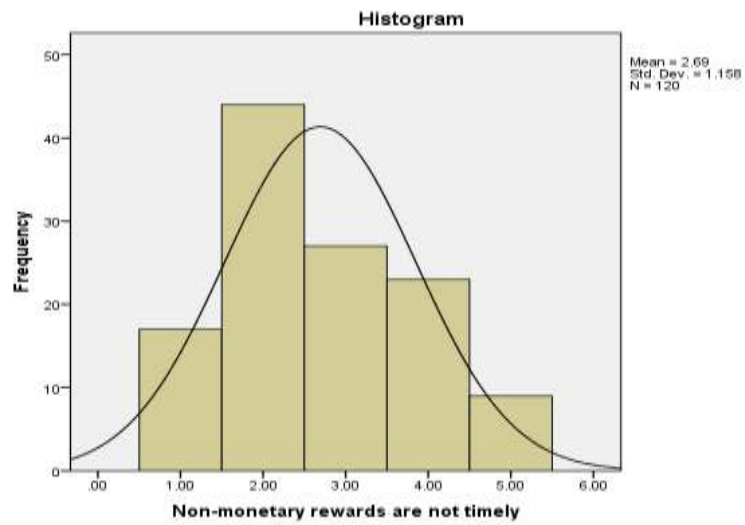


Figure 8

